

Core Question 2: Is the organization in sound fiscal health?

The Financial Performance Framework, outlined in Core Question 2, gauges both near term financial health and longer term financial sustainability while accounting for key financial reporting requirements.

2.1. Short-term Health: Does the school demonstrate the ability to pay its obligations in the next 12 months?

Indicator Targets	Does not meet standard		The school does not meet standard on 2 or more of the five sub-indicators shown below.				
	Approaching standard		The school approaches standard for all 5 sub-indicators shown below, OR meet standard on 3 sub-indicators, while approaching on the remaining 2 OR meets standard on 4 sub-indicators, while not meeting standard for the final sub-indicator.				
	Meets standard		The school meets standard for 4 sub-indicators shown below, while approaching standard on the final sub-indicator.				
	Exceeds standard		The school meets standard for all 5 sub-indicators.				
School Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	MS	N/A	N/A	N/A	N/A	N/A	N/A
Sub-indicator Ratings	Sub-	Sub-indicator targets				Result	Rating
	Enrollment Ratio	DNMS	Enrollment ratio is less than or equal to 89%			106%	MS
		AS	Enrollment ratio is between 90 – 98%				
		MS	Enrollment ratio equals or exceeds 99%				
	February Enrollment Variance	DNMS	Enrollment ratio is less than or equal to 89%			103%	MS
		AS	Enrollment ratio is between 90 – 95%				
		MS	Enrollment ratio equals or exceeds 95%				
	Current Ratio	DNMS	Current ratio is less than or equal to 1.0			2.43	MS
		AS	Current ratio is between 1.0 – 1.1				
		MS	Current ratio equals or exceeds 1.1				
	Days Cash on Hand	DNMS	Days cash on hand is less than or equal to 30			43	AS
		AS	Days cash on hand is between 30-45				
		MS	Days cash on hand equals or exceeds 45				
	Debt Default	DNMS	Default or delinquent payments identified			Meets	MS
		MS	Not in default or delinquent				

Excel Center-West receives a rating of **meets standard** for Core Question 2.1 because it met standard for four sub-indicators and approached standard for the final sub-indicator. At the September 2013 Count Day, the Indiana Department of Education (IDOE) indicated that school had 319 students enrolled. This is 106% of the 300 students that the school promised the community it would serve in its charter contract. The school **met standard** for its February Enrollment Variance. This sub-indicator is calculated by dividing the number of students enrolled in the school on the February 2014 Count Day conducted by the Indiana Department of Education divided by the number

of students enrolled at the time of the September 2013 Count Day. IDOE indicated that the school had 327 students enrolled at the February Count Day. This represents 103% of the number of students enrolled at the time of the September Count Day.

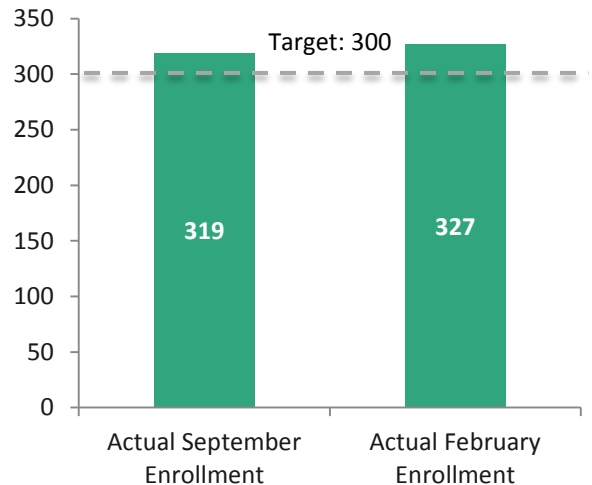
With regard to its current ratio, the school met standard meaning that it had current assets (cash or other assets that can be accessed in the next 12 months) that exceeded its current liabilities (debt obligations due in the next 12 months) by 10% or more.

Additionally, the school ended the year with 43 days cash on hand and approached standard for this ratio. Days cash on hand is an important measure of a charter school's fiscal health because it indicates how many more days after June 30, 2014, the school would have been able to operate at its seem spending levels without receiving a tuition support payment from IDOE

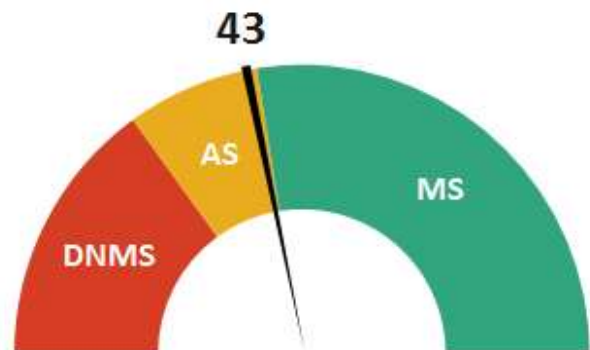
Lastly, the school met standard for debt default. This metric is determined by both the auditors' comments in the audited financial statements and contact with the school's creditors. In the case of the Excel Center-West, neither its auditors nor its creditors provided any indication that the school had defaulted on its debt obligations.

Based on the summary of these sub-indicator ratings, Excel Center-West met standard for Core Question 2.1 and exhibits strong short term financial health.

Enrollment Variance Ratio



Days Cash on Hand



2.2. Long-term Health: Does the organization demonstrate long-term financial health?							
Indicator Targets	Does not meet standard		The school does not meet standard on any of the 3 sub-indicators OR meets standard on 1 sub-indicator but does not meet standard on the remaining 2.				
	Approaching standard		The school meets standard on 2 of the sub-indicators while not meeting on the third, OR approaches standard on all 3 sub-indicators.				
	Meets standard		The school meets standard on 2 of the sub-indicators and approaches standard on the third.				
	Exceeds standard		The school meets standard for all 3 sub-indicators.				
School Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	ES	N/A	N/A	N/A	N/A	N/A	N/A
Sub-indicator Ratings	Sub-	Sub-indicator targets				Result	Rating
	Aggregate Three-Year Net Income	DNMS	Aggregate 3-year net income is negative.			\$780,903 (current year)	MS
		AS	Aggregate 3-year net income is positive, but most recent year is negative.				
		MS	Aggregate three year net income is positive, and most recent year is positive.				
	Debt to Asset Ratio	DNMS	Debt to Asset ratio equals or exceeds .95			0.14	MS
		AS	Debt to Asset ratio is between .9 - .95				
		MS	Debt to Asset ratio is less than or equal to .9				
	Debt Service Coverage (DSC) Ratio	DNMS	DSC ratio is less than or equal to 1.05			N/A	N/A
		AS	DSC ratio is between 1.05-1.2				
		MS	DSC ratio equals or exceeds 1.2				

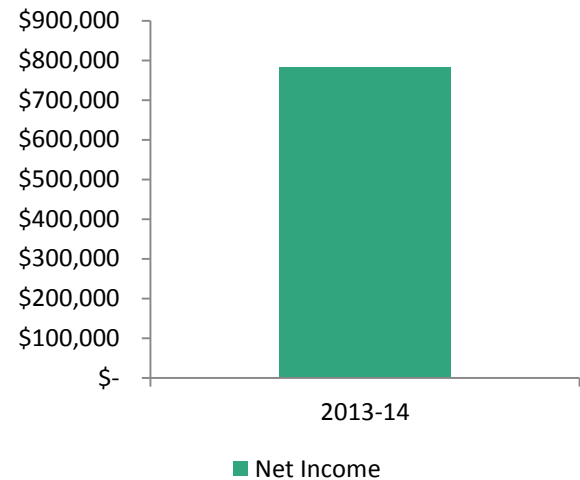
The school received a rating of **exceeds standard** for Core Question 2.2. The school **met standard** for the net income sub-indicator. It had a current year net income of \$780,903. Since this is the school's first year of operations, it is not possible to calculate the three year aggregate net income.

The school met standard for the debt to asset ratio sub-indicator. The school had a ratio of 0.14 meaning that it had significantly fewer debts than it had assets for the 2013-14 fiscal year.

Lastly, the school's audit indicates that it does not hold any long-term maturities. As a result, it is not possible to calculate a Debt Service Coverage (DSC) ratio for the school.

Given that the school received a rating of meets standard for both applicable sub-indicators, it receives a rating of exceeds standard for Core Question 2.2.

Three-Year Net Income



2.3. Does the organization demonstrate it has adequate financial management and systems?							
Indicator Targets	Does not meet standard		The school does not meet standard on 1 of the sub-indicators.				
	Approaching standard		The school meets standards on 1 sub-indicator, but approaches standard for the remaining sub-indicator.				
	Meets standard		The school meets standard on both sub-indicators.				
School Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	MS		N/A	N/A	N/A	N/A	N/A
Sub-indicator Ratings	Sub-indicator	Sub-indicator targets					Rating
	Financial Audit	DNMS	The school receives an audit with multiple significant deficiencies, materials weakness, or has an ongoing concern.				MS
		AS	The school receives a clean audit opinion with few significant deficiencies noted, but no material weaknesses.				
		MS	The school receives a clean audit opinion.				
	Financial Reporting	DNMS	The school fails to satisfy financial reporting requirements.				MS



Core Question 2: Financial Performance Framework Excel Center-West

	Requirements	MS	The school satisfies all financial reporting requirements.	
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The Excel Center-West received a rating of meets standard for Core Question 2.3 for the 2013-2014 school year. The school received a clean audit from Greenwalt that contained no significant deficiencies or material weaknesses

The school received a rating of meets standard for its financial reporting requirements for timely submission of quarterly financial statements. The initial draft of its audit was submitted on October 30, 2014, well before the deadline.

For these reasons, the school met standard for Core Question 2.3 for the 2013-2014 school year.